

# Performance Improvement Plans

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*Highlights Sheets*

## **A Performance Improvement Plan (PIP) is...**

A tool used to help the employee bring his or her performance up to the expected level. The plan gives the supervisor a place to: identify specific areas for improvement, establish check-in times to discuss progress, and document progress towards goals.

## **A supervisor might consider implementing a Performance Improvement Plan when...**

An employee is not performing the required work, or is not performing the work at the required level. The supervisor may choose to use a performance improvement plan when the employee has been rated below competent and effective in any area on the annual performance appraisal report. The supervisor may also implement a plan anytime performance falls below expectations and all other strategies have been exhausted.

## **Before implementing a Performance Improvement Plan, the supervisor should...**

*Attempt to help the employee bring their performance to the expected level by:*

- ✓ Clearly stating expectations and revisiting expectations, as needed.
- ✓ Coaching the employee by offering both direction and support.
- ✓ Providing formal and informal training and job aids, as needed.
- ✓ Providing frequent feedback on progress.

*Document any improvement efforts made with the employee, including:*

- ✓ Agreements
- ✓ Coaching efforts
- ✓ Training and other help provided

### **Gathering a Support Team**

The supervisor should check in with his or her own manager and a Departmental Human Resources Representative before moving forward with a PIP.

**To prepare for the initial PIP meeting, the supervisor should:**

- ✓ Fill out the PIP form by identifying: basic employee information, the performance needing improvement, the related performance improvement goals and the period start and end dates.
- ✓ Meet with his or her own manager to review the plan and get sign off in the “Reviewer” field.

**During the initial PIP meeting, the supervisor should:**

- ✓ Explain the overall purpose of the plan.
- ✓ Go over each goal to ensure that the employee understands each goal completely.
- ✓ Discuss the timeframes of the plan as a whole, then schedule check in meetings.
- ✓ Balance the seriousness of the plan with his/her support for the employee.

**Throughout the plan the supervisor should:**

- ✓ Monitor and document progress towards each goal.
- ✓ Conduct formal meetings in which the employee receives feedback on progress.

**Partnering for Performance**

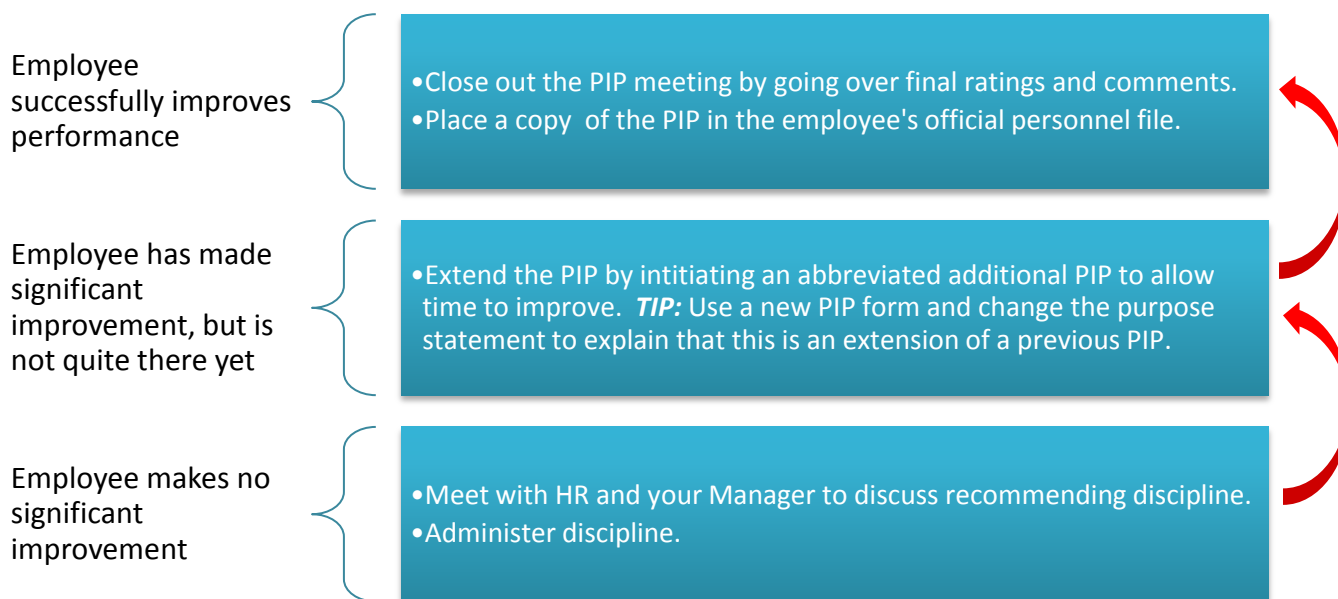
While the supervisor will make final decisions on the plan ratings, the employee should be given time at each meeting to provide feedback on their own progress.



### When the employee is not showing progress:

The supervisor should meet with his or her support team including HR and/or his or her own manager to discuss the best strategy. In some cases, a disciplinary action may be recommended at the end of a rating period. Disciplinary discussions should take place in a separate meeting from the regular PIP check in meeting to ensure that all progressive discipline procedures are followed.

### PIP Outcomes and Procedures:



### Recommending Dismissal

When all strategies have been exhausted, including the PIP, and the employee still has not made the needed changes, dismissal may be recommended. In performance cases, it is recommended that the employee receive at least two disciplinary actions, and if appropriate, a PIP extension prior to recommendation of dismissal.

### Final tips for dealing with performance issues:

- ✓ Address performance issues as soon as possible.
- ✓ Document coaching, training, or other strategies in your supervisory log.
- ✓ Consider a PIP only after all other strategies have been exhausted.
- ✓ Gather your support team before proceeding.
- ✓ Balance the seriousness of the plan with your support for the employee.